

MANAGEMENT

PRINCIPLES AND APPLICATIONS

UNIT-1, 1.1

PART-XI

HUMAN RELATIONS SCHOOL OF MANAGEMENT

(HAWTHORNE STUDIES AND CONTRIBUTION OF ELTON MAYO):

In fact, classical writers like F.W. Taylor, Henry Fayol and Weber completely neglected the human relations aspects. Neo-classicists are also known as Human Rationalists. They modified the classical theories by emphasising that "organisation is a social system and human factor is the most important element within it."

Neo-classicists conducted some experiments which are known as Hawthorne experiments and thoroughly investigated informal groupings, informal relationship, pattern of communication and informal leadership, etc. Elton Mayo is recognised as the father of Human Relations School. Some other eminent authorities which conducted and contributed in this approach were Dickson, Dewey and Roethlisberger, etc.

Contribution of Elton Mayo

Elton Mayo wrote some famous books like, "*The Industrial Civilisation (1933) and The Social Problems of Industrial Civilisation (1949)*." He gave conclusions in these books that cause of increase in the productivity of the workers is not due to a single factor like changing working

hours or rest pauses but a combination of these and several other factors such as less restrictive methods of supervision giving autonomy to the workers, allowing the formation of small cohesive group of workers.

Today as a result of the efforts of Elton Mayo and his associates the managers in different organisations recognise that worker's performance is related to psychological, sociological and physical factors.

Howthorne Experiments

A group of researchers led by **Elton Mayo** and **Fritz. J. Roethlisberger** at Harvard Business School were invited to do the experiments in 1927 at Hawthorne Workers of Western Electric Company, Chicago. Experiment lasted for five years till 1932. These were the broader contents of the experiments:

(i) Illumination Experiments:

In fact, these experiments were conducted to establish relationship between output and illumination. **It was observed that output tended to increase as the intensity of light was increased. But even the output showed an upward trend when the illumination was brought down. Thus it was found that there is no consistent relationship between output of workers and the illumination in the factory.** There were some other factors which influenced the productivity of workers when the intensity of the light was changed.

(ii) Relay Assembly Room Experiments:

During this experiment a small homogeneous work group of girls was constituted. Several new elements were introduced in the work atmosphere of this group like **shorter working hours, rest pauses, improved physical conditions, friendly and informal supervision, free social interaction among group members.** It was found that the productivity and morale increased considerably during the period of experiments.

Even when the improvements in working conditions were drawn, morale and productivity were maintained. It was concluded by the researchers that socio-psychological factors were enjoying importance like recognition, personal attention, participation and cohesive group and non-directive supervision were more responsible for increasing the productivity.

(iii) Bank Wiring Observation Room Experiments:

The experiment was conducted on 14 workers. When after the experiment the productivity of records of this group were compared with their earlier production records there were no significant changes in the two because of maintenance of 'normal conditions. However, existence informal relationship in the group and informal production norms were observed by researchers. These were the findings of Bank Wiring Experiments:

- (i) Each individual was restricting output.
- (ii) The group had its own 'Unofficial' standard of performance.
- (iii) Departmental records were distorted due to difference between actual and reported output.

Conclusion of Hawthorne Experiments

- I. An organisation member is not purely a rational economic man. He is a socio psychological individual.
- II. Happy and satisfied workers are more productive workers.
- III. An organisation is more than a formal structure or arrangement of functions. It is a social system.
- IV. The human factor is the most important element in organisations.
- V. Special attention and opportunity to express feelings causes people to increase their efforts.
- VI. Human behaviour and performance is not a product of working conditions alone but of feelings, sentiments and attitudes.
- VII. Work group norms and beliefs exercise a greater influence on the behaviour and performance of workers than economic incentives offered by management.
- VIII. Effective management involves leading the manipulating people. Employees would work harder if they believe that management is concerned above their welfare.